COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION

COMMUNIQUÉ

A DEFENSE INTELLIGENCE AGENCY PUBLICATION

JULY/AUG. 2009

Collaborating for a STRONGER COMMUNITY

International Cooperation • Training • Language Technology • Enterprise Day • Remembrance • Problem Solving

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COMMUNIQUÉ
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Year in the Life Special — Aug. 7, 2009
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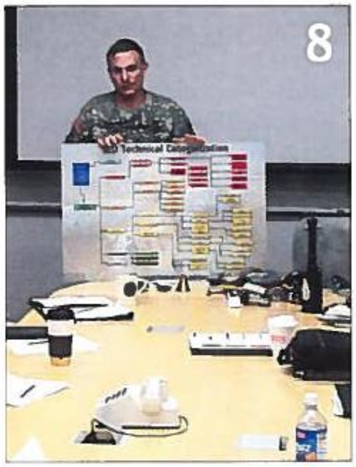

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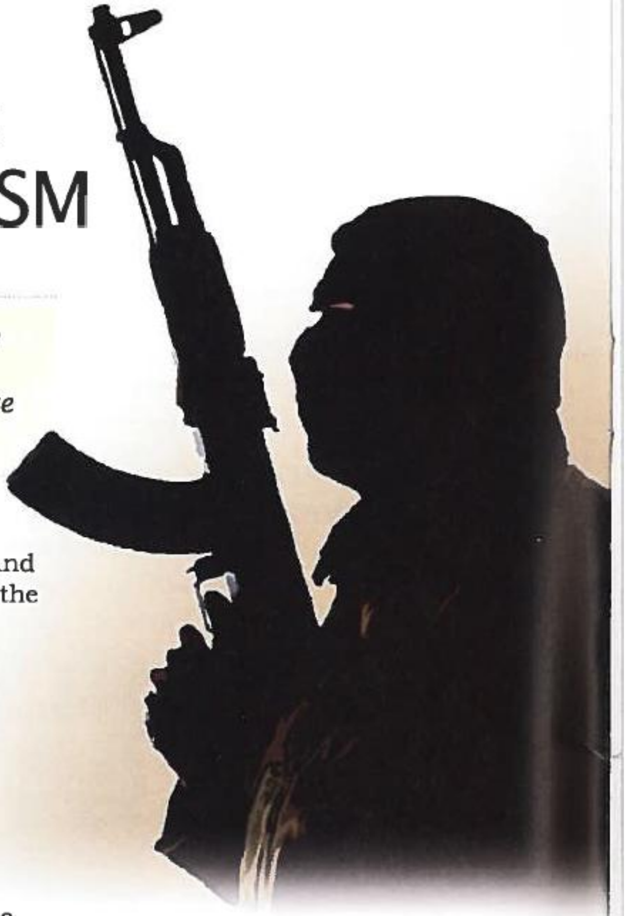
International Fellows Focus on COMBATING TERRORISM

By Julie L. Patykula, MC

This year's International Intelligence Fellows Program focused on counterterrorism and enhanced the mutual understanding and cooperation between the U.S. and senior international intelligence officials.



The Center for International Engagement at the National Defense Intelligence College (NDIC) hosted the seventh annual International Intelligence Fellows Program, "Intelligence Support to Combating Terrorism," March 13-27.

The program enhances the mutual understanding and cooperation between the U.S. and senior international intelligence officials. Senior intelligence officers and civilians from the Bahamas, Bosnia-Herzegovina, Brazil, Bulgaria, Colombia, Hungary, India, Indonesia, Kyrgyzstan, Malaysia, Mali, Mexico, Nigeria, Pakistan, Peru, Philippines, Poland, Romania, Senegal, Switzerland, Turkey, Uganda and the United States took part in the session.

The Center for International Engagement worked closely with the Directorate for Analysis Joint Intelligence Task Force for Combating Terrorism (DI/JITF-CT) to develop themes for the program and invite subject matter experts to present to the fellows. The content this year was wide-ranging, covering discussions on the nature of terrorism, analytic methods in assessing terrorism, and structures and processes in intelligence support to counterterrorism.

Photo by Bridgette L. White, MC

International intelligence fellows take a break between sessions on counterterrorism and information sharing.

The program consisted of classroom instruction with guest lecturers from the college and external domestic and international intelligence agencies. Some prominent speakers included Pakistan's ambassador to the U.S., Husain Haqqani, and M. Ashraf Haidari, political counselor at the Afghan Embassy. One fellow stated that Haidari's lecture gave him an excellent "understanding of the cultural aspect of terrorism and a good appreciation of the effects of terrorism."

The fellows also visited the CIA, Pentagon, State Department and National Counterterrorism Center to tour the facilities and meet with senior intelligence officials, which provided opportunity for roundtable discussions about the current counterterrorism environment. For example, the fellows met with Dr. Walid Phares, director of the Future Terrorism Project; Joe Orrigo, senior counterterrorism adviser for Interpol; MG Michael Flynn, then director for

intelligence; and Michael Vickers, assistant secretary of defense for special operations/low intensity conflict and interdependent capabilities.

Several fellows stated that the presentations gave them different perspectives about counterterrorism, and they will "carry the concepts back to their country to help reorganize their counterterrorism body."

The International Intelligence Fellows Program concluded with a capstone exercise, where individuals brainstormed about the impediments and opportunities of intelligence sharing. This exercise allowed them to develop potential solutions to this very challenging issue and present their results to an executive panel consisting of NDIC and DIA senior leadership.

Coinciding with the academic program, the fellows participated in a field studies program designed to introduce them to America. This year, individuals traveled to Philadelphia to learn about the founding of the U.S. Constitution and democracy in America, and they visited the Amish in Lancaster, Pa., to experience part of America's social diversity. The fellows also toured Washington, D.C., and attended a reception with NDIC's international counterterrorism fellows for a networking event.

This year's International Intelligence Fellows Program was a busy, but informative program that addressed a very timely and relevant topic — intelligence support to combating terrorism. As one fellow said, "This program is a great platform to meet people from the intelligence community from around the world, and it was a great opportunity to share experiences and build friendships."

ADVANCING Ideas, Performance and Careers THROUGH BOOKS

By Denise M. Campbell, MC, and Deborah M. Melancon, EO

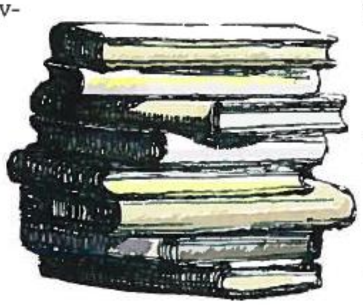
First Oprah, now DIA! The agency's book club brings employees together to discuss new ideas and build relationships — the next one is Aug. 20.

Have you ever wondered if DIA has a book club? It seems every organization in America followed the lead of libraries and Oprah and started book clubs to explore everything from radishes to Jane Austen. Well wonder no more — thanks to the Crossing Boundaries forum and sponsors, the Equal Opportunity and Diversity Office (EO) and Federally Employed Women, DIA does in fact have an agency-sanctioned book club open to all military and civilian employees.

The DIA Book Club held its first meeting in April 2008 and discussed Dr. Mark Lowenthal's book, "Intelligence: From Secrets to Policy." The room was filled to capacity, and Lowenthal spent an hour discussing the book and the current climate and challenges in the intelligence community (IC). The feedback from the first meeting was positive. One attendee commented that a book club would "encourage integration and interaction among DIA employees from different directorates and across functional areas that may not otherwise interact in their daily duties."

The DIA Book Club is dedicated to offering employees the opportunity to discuss the newest developments and/or explore landmark practices within the IC by building trusting relationships,

one book at a time. The club provides employees a greater appreciation for what others do at DIA, increasing overall knowledge base and giving employees opportunities for service in the community. In addition to providing DIA employees access to new thoughts, tools and behaviors, the club strives to provide resources and opportunities to gain self-motivation for personal and professional development.



On March 26 the book club hosted a discussion with author Gloria Freund on her National Defense Intelligence College publication, "Lessons of the Blue Octopus: The Prometheus Model for Joint Intelligence and Operations." Participants gathered and discussed the importance of collaboration and coordination in the work force, sharing best practices and innovative ideas.

Mark your calendars! On Aug. 20 the DIA Book Club is collaborating with author Douglas Batson from the National Geospatial-Intelligence Agency on his book, "Registering the Human Terrain: A Valuation of Cadastre." More details will be available on the Internal Communications homepage.

This is just the beginning for the DIA Book Club, and there is much more planned for next year. If you're interested in joining the book club or learning more about its upcoming initiatives, contact Deborah Melancon at (202) 231-5123.

Say What? Event Showcases HUMAN LANGUAGE TECHNOLOGY

By Nicholas A. Bemish, HC

DIA hosted the first intelligence community language technology day, which showcased the latest human language tools to meet the community's multifaceted needs.

A vendor talks with DIA employees about CCTACO's tools and capabilities.

Photo by Lumary G. Morrison, DA

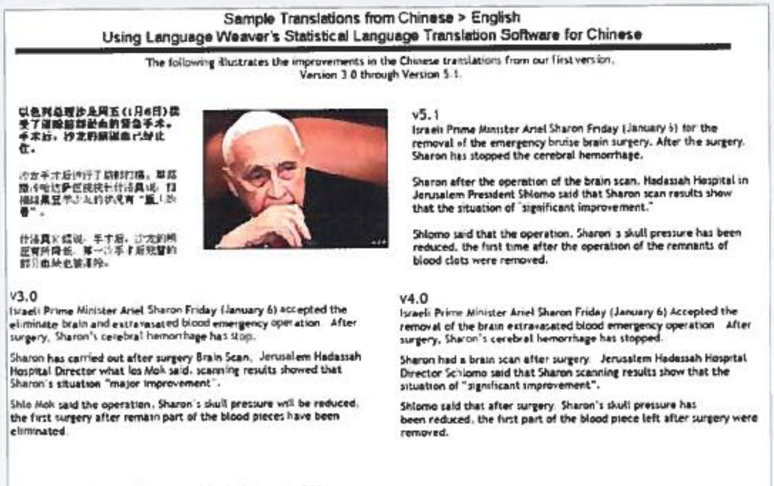
DIA hosted the first IC Human Language Technology Showcase in April, on behalf of the Office of the Director of National Intelligence (ODNI) Foreign Language Program Office's Technology Expert Group.

The event provided DIA and members of the intelligence community (IC) the ability to interact and determine what tools and technologies are available to meet our many-faceted language needs. Bringing together community professionals who research, develop, implement and support language-related programs enables direct and constructive dialogue with the users who benefit most from these technologies.

As DIA's senior expert for human language technology, I welcomed more than 50 VIPs and an estimated 600 to 700 IC attendees. In addition, more than 60 government organizations and vendors displayed technologies, ranging from programs that exploit foreign

There were too many vendors and tools to list, but here are some of the more notable programs by both government sponsors and commercial vendors:

- **Basis Technology** provides tools that support linguist's needs and increases their ability to effectively produce translations with more accuracy and consistency Basis Technology's desktop suite enables analysts to quickly and accurately translate and link Arabic documents, bringing together information from multiple sources, including Web pages, maps, name lists and databases. This suite has been designed to provide features needed by expert linguists, while still being accessible to individuals with no foreign language skills.
- **GlobalView**, a multi-lingual exploitation tool developed by CACI International, is currently in use at DIA and enables organizations managing counterintelligence and law enforcement projects and cases to focus their linguistic and analytical resources on documents that have the highest probability of containing valuable information.
- **ClipperRSS and TranslatePage** form a suite of tools used for the discovery and shallow exploitation of foreign language open-source data. They provide English-speaking analysts in a variety of disciplines with the ability to leverage the considerable resources of the Web in a flexible and timely way.
- **Gannon Technologies Group** (GTG) offers groundbreaking solutions in language independent handwriting biometrics and word-spotting in handwritten Arabic documents. GTG's software brings a new level of fidelity to entity identification in images, biometrics and social network analysis.
- **Language Weaver Inc.** develops statistically-based machine translation software for government entities tracking and gathering information from foreign sources. This capability resides in most current U.S. government language exploitation platforms and supports more than 35 languages bidirectionally. Machine translation allows for immediate exploitation of material until human resources can be applied to perform more in-depth translation.



Sample Translations from Chinese > English
Using Language Weaver's Statistical Language Translation Software for Chinese

The following illustrates the improvements in the Chinese translations from our first version, Version 3.0 through Version 5.1.

v5.1
Israeli Prime Minister Ariel Sharon Friday (January 6) for the removal of the emergency bruise brain surgery. After the surgery. Sharon has stopped the cerebral hemorrhage.

Sharon after the operation of the brain scan. Hadassah Hospital in Jerusalem President Shlomo said that Sharon scan results show that the situation of "significant improvement."

Shlomo said that the operation. Sharon's skull pressure has been reduced. the first time after the operation of the remnants of blood clots were removed.

v3.0
Israeli Prime Minister Ariel Sharon Friday (January 6) accepted the eliminate brain and extravasated blood emergency operation. After surgery, Sharon's cerebral hemorrhage has stop.

Sharon has carried out after surgery Brain Scan. Jerusalem Hadassah Hospital Director what los Mok said. scanning results showed that Sharon's situation "major improvement".

Shlo Mok said the operation. Sharon's skull pressure will be reduced, the first surgery after remain part of the blood pieces have been eliminated.

v4.0
Israeli Prime Minister Ariel Sharon Friday (January 6) Accepted the removal of the brain extravasated blood emergency operation After surgery, Sharon's cerebral hemorrhage has stopped.

Sharon had a brain scan after surgery Jerusalem Hadassah Hospital Director Schlomo said that Sharon scanning results show that the situation of "significant improvement".

Shlomo said that after surgery. Sharon's skull pressure has been reduced, the first part of the blood piece left after surgery were removed.

Source: BBC News, Chinese Simplified January 6, 2006

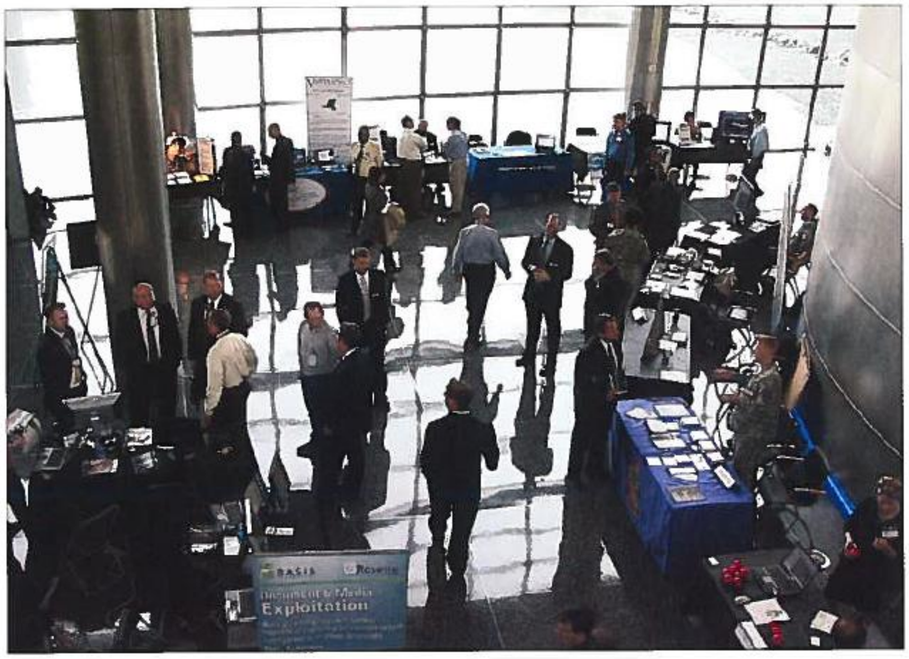
Samples from Language Weaver's statistical machine translation.

language content — such as machine translation tools, content management, entity extraction and visualization — to software that enhances individual language and culture learning.

Foreign language tools and technologies are being used in a variety of ways throughout the U.S. government. Many of the tools are integrated solutions that seamlessly deliver material in English for review and analysis. Technology can never replace the human aspect of analysis, but the many available technologies can significantly increase our ability to process the enormous volume of foreign language media.

Educating the community on these tools and their value was the primary goal of the showcase. As an agency we're challenged and tasked with providing the best tools and technologies that help the work force achieve its mission. We rely heavily on our partnerships with users, developers, integrators, researchers and vendors in order to make the best choices and provide the most up-to-date, "best of breed" tools to the work force. Human language technology requires a mix of human and machine interaction in order to achieve the best results and ensure quality, efficiency and timely outcomes for delivery to analysts and decision-makers.

The majority of the vendors and government organizations that attended this event collaborate regularly in developing tools that meet the IC's needs and challenges. From the feedback that



◄ IC Human Technology Showcase attendees learn about new tools and technologies to meet their language needs.

Representatives from Microlink, LLC, speak to a showcase attendee about products which include categorization, clustering, channels and taxonomy generation. ▼

Photos by Lumary G. Morrison, DA

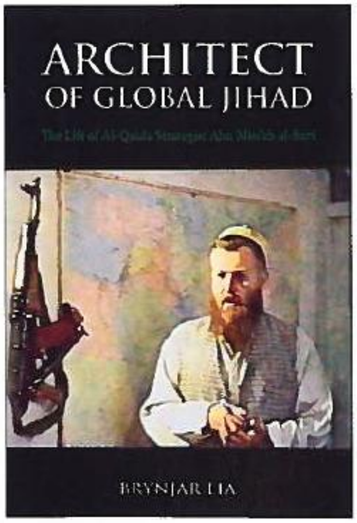
was received, the IC Human Language Technology Showcase was a success. Many IC participants indicated that this was a great format to see language technologies in one venue, and it afforded them many learning opportunities.

Ultimately, with the vast amounts of foreign content received, the hope is to achieve a balance of machine and human interaction that helps exploit this information more efficiently and effectively. DIA hopes there are similar events in the future hosted by our IC partners in keeping with the strategic goals and objectives of not only DIA, but the Office of the Undersecretary of Defense for Intelligence and ODNI.

The Life of a JIHAD ARCHITECT

By CDR Youssef Aboul-Enein, DI

A "must read" book for understanding the future of al-Qaida.



A must-read for anyone wanting to begin an investigation of what is next for al-Qaida is Brynjar Lia's "Architect of Global Jihad: The Life of al-Qaida Strategist al-Suri." No single person has had a more profound effect on directing where and how al-Qaida should go from an intergenerational perspective than Abu Musab al-Suri. His 1,600-page "Call to Global Islamic Resistance," released prior to his 2005 detention, represents a strategic, operational and tactical how-to manual for future al-Qaida leaders, as well as those inspired by the movement.

Al-Suri, also known as Mustafa Setmarian Nasar, is rare among jihadist leaders as he is a natural critic of the jihadist movement, pointing out methods by which they have made fatal mistakes. His critical letter to Osama bin Laden, while not welcomed by the al-Qaida leader, altered bin Laden's attitude toward

Mullah Omar and possibly prevented him from being extradited by a frustrated Taliban.

With knowledge of literature, classical music, history, politics and science, al-Suri was a born critic of the current global jihadist movement despite his close affiliation to al-Qaida. His writings include historic documentation on the lessons learned of the Syrian and Algerian jihadist experience, as well as teaching manuals on the tactics of terrorism. He detests the vulgar and outspoken fire-brand preaching of the likes of Abu Hamza al-Masri and Omar Bakri, radical speakers in the 1990s London jihadist scene.

Like al-Qaida deputy Ayman al-Zawahiri, al-Suri has a hatred for the Muslim Brotherhood. Al-Suri was born in Syria in 1958 and was part of the Syrian Muslim Brotherhood from an early age. He writes in a manuscript, "Mudhkirah al-Suriyah" (Syrian Memoranda), that a militant wing of the Syrian Muslim Brotherhood, the Combatant Vanguard, was betrayed by the movement when the Muslim Brotherhood entered into negotiations with the Syrian regime. These negotiations resulted in the Hama incident of 1982, in which Syrian forces leveled the city of Hama, which was then taken over by the Combatant Vanguard. He blames the Muslim Brotherhood for causing him to flee Syria in the aftermath of the Islamist purges conducted by Syria, and adds that it was they who made him a virtual persona non grata in Saudi Arabia, thwarting al-Suri's attempts to enroll in Medina Islamic University.

After fleeing Saudi Arabia in 1984 to France and then to Spain, al-Suri eventually found his way to Afghanistan, where he combined his knowledge of mechanical engineering, lessons learned from the Syrian and European Islamist radical experience, martial arts, and combat training conducted in Iraq under Abu Usama al-Misri to become an al-Qaida military instructor from 1988 to 1991. Al-Suri was more than a combat instructor; he also developed intellectual curricula in politics, strategy, guerilla warfare and urban tactics. He would lecture and train in Sada, Zhawar Kili and Farouq training camps in Afghanistan, where some of al-Suri's students included the leader of al-Qaida in Indonesia Riduan Isamuddin (aka Hambali), and Abu Musab al-Zarqawi, the late leader of al-Qaida in Iraq.

> "No single person has had a more profound effect on directing where and how al-Qaida should go from an intergenerational perspective than Abu Musab al-Suri."

Al-Suri's life offers a glimpse into the Moroccan, Libyan, Algerian and Saudi Islamist militant groups, many tied to al-Qaida. "Architect of Global Jihad" dissects the complexities of al-Suri's book "Call to Global Islamic Resistance," which is best remembered for suggesting that the jihadist cellular structure has become obsolete, and calling on today's al-Qaida sympathizers to create their own cells and conduct attacks in the name of al-Qaida. Al-Suri was capable of influencing radical Islamist rhetoric by reducing the ideas of previous guerilla warfare thinkers into languages and images the Islamist militant comprehends. There is mounting speculation that al-Suri may have inspired the 2004 Madrid train bombing and the 2006 London bombings.

One of al-Suri's last books written before his capture was entitled "Fundamentals for Jihadi Warfare in Light of the Condition of Contemporary American Campaigns." The work, which was not published before his capture, was a distillation of American military errors from Vietnam to Iraq, and has since been published as tapes and as manuscripts on the Internet. Al-Suri's latest publications highlight al-Qaida's opportunistic and tactically pragmatic evolving strategies in light of changing circumstances, presenting a threat for years to come.

Editor's note: CDR Aboul-Enein is currently a student at the National Defense University. Previously, he was a counterterrorism analyst in the Directorate for Analysis (DI). He wishes to thank Meghan Knake-Timko for her edits and comments.

DEFUSING the IED Threat

By Jeanette M. Allard, DH

Directorate for Human Intelligence deployees receive potentially life-saving training on improvised explosive devices.

On May 20 the Directorate for Human Intelligence Deployments Branch (DH/DHG-3B) teamed up with the DH and Counterintelligence Lessons Learned Program offices (DHG-2C/DEO-4) to coordinate potentially life-saving seminars about IEDs for DH deployees.

Thanks to analysts CPT Brett Carey and Wade Ewing of the Directorate for Analysis Joint Intelligence Task Force for Combating Terrorism Weapons and Capabilities Branch (DI/JTI-2A), deployees were taught to recognize the most common IEDs employed by terrorists against U.S. personnel in Iraq and Afghanistan. Carey and Ewing gave DH deployees an opportunity to examine authentic IEDs and inert explosive training aids.

▲ Matt Eisele, JIEDDO, teaches DH deployees about IED countermeasures.

CPT Brett Carey, JITF-CT, gives an overview of IEDs for DH deployees. ▼

IED Technical Categorization

Photos provided by DH

Students also received IED countermeasure training from Matt Eisele of the Joint IED Defeat Organization (JIEDDO) at the Navy Center of Excellence in Indian Head, Md. Eisele, a former Army Special Forces IED expert, dispelled myths about homemade countermeasures, and how legitimate countermeasures actually work to protect personnel from IEDs. Deployees were receptive to this training, and the DH Lessons Learned Program Office continues to receive requests for additional IED classes.

The collaborative efforts of JIEDDO, JITF-CT and DH have provided the necessary situational awareness about IED threats in Iraq and Afghanistan to help deployees stay out of harm's way.

The TIPping Point

By Michael J. Wallace, HC

The tomorrow's Intelligence Professionals course recently celebrated its fourth anniversary and reached a milestone of more than 1,700 graduates.

DIA's Tomorrow's Intelligence Professionals (TIP) course celebrated its fourth anniversary in April, having delivered 55 iterations to 1,736 new hires, including combatant command staff and other intelligence community (IC) attendees. During this time, TIP has earned a "would recommend to a colleague" rating of 90 percent, a statistic that demonstrates the program's success in integrating and educating new hires.

A mandatory DIA program for most new civilian hires in Pay Bands 1 through 3 and military O1s to O3s, TIP represents industry best-practice standards in new-hire indoctrination training and is designed to provide immediate, positive benefits to the workplace. TIP's half-day capstone exercise demonstrates this success, where students have repeatedly shown their ability to navigate and solve cross-directorate, practical exercise problems.

TIP's core curriculum reinforces mission success through networking, collaboration and communication. TIP breaks down organizational and discipline biases and strives to assist new hires to self-identify their position as a stakeholder in DIA's success.

TIP leadership and facilitators often receive feedback weeks or months after students have graduated. In a recent instance, Dr. Pat Pefley, TIP class 0905, provided her thoughts on TIP's value to the new hire. Reassurance is a wonderful thing, and Pefley's article below indicates that TIP is on the right track. ❖

My TIP Experience

By Dr. Patricia M. Pefley, HC

After graduating from the Tomorrow's Intelligence Professional (TIP) course, I thought about my TIP experience and how I was applying it in my job. I concluded that DIA's commitment to training and retaining a highly qualified work force is well demonstrated in this course. A primary educational vehicle designed to acculturate its students with DIA's mission, vision and values, TIP has effectively narrowed the intelligence community (IC) knowledge gap by ensuring key elements of the enterprise and DIA's role within it are well represented, understood and delivered in information chunks that make learning possible and fun.

TIP reflects DIA's diverse civilian and military population. Students represent multiple generations, ages, occupations and experiences. Individuals are challenged personally and professionally throughout the course in a learning environment that covers a myriad of critical IC components reinforced through topic-specific exercises, real-world applications and mock IC briefings during a five-week period. For me, there are five components of the TIP experience.

Photo by CDR Robert A. Farley, HC

TIP graduate Pat Pefley

Structure

TIP's curriculum addresses IC topics critical to an employee's successful support of DIA's mission, vision and underlying values. Introduced to the IC's 60-year history through multiple lenses — individual, environmental and organizational — the TIP student is enabled to grasp the importance of historical changes and their influences. TIP instructors heighten student awareness of how DIA's directorates, coupled with past events, have impacted the present and will influence the future. The common thread throughout this instruction leads to DIA's primary customers — the warfighter, the defense and national security policymakers, and defense planners.

Collaboration

The design of the TIP course stimulates collaboration across job roles and pay bands. Encompassing employees in Pay Band 3 and below, and their military counterparts, the TIP

instruction actively fosters and supports the skills and applications needed to drive cross-generation and cross-organization collaboration. A key tenet to DIA's effectiveness as a result of TIP is the discourse promoted by effective facilitation and the many group activities performed by small, diverse teams.

Integration

The TIP experience creates a positive, challenging environment where the diversity of talented professionals with varying experiences in education, occupation, roles, travel and language skills can be engaged in experiential learning events that generate collaborative solutions. The resulting consensus makes each student a stakeholder.

Reputation

TIP is first and foremost dedicated to delivering practical and applicable training and experience through facilitated teambuilding. TIP has "take-away" value to new and not-so-new entrants to DIA and the IC, whether they fulfill support, analysis, collection or planning and managing roles. My TIP experience has convinced me that the program is an integral part of the learning ladder at DIA.

Relationships

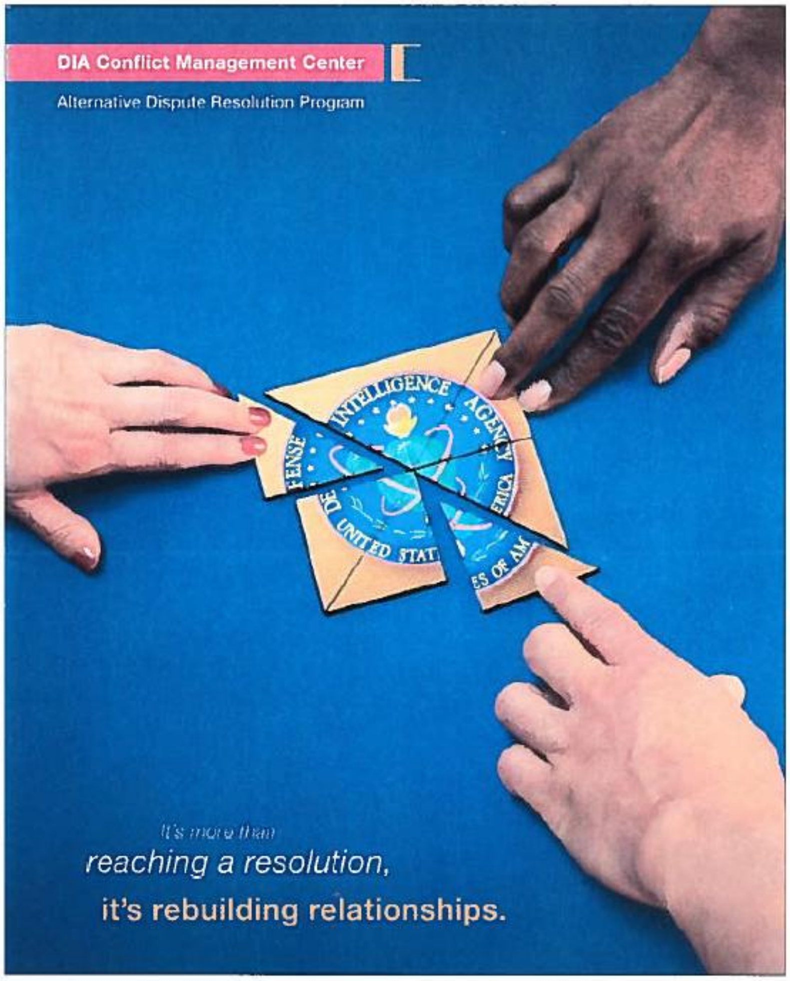
Not least of the TIP experience is that it creates the enviable opportunity to build life-long working relationships within the IC. In five weeks TIP leads a disparate group of questioning students through challenging and engaging activities where student interdependencies are solidified into a team-spirited environment. The tested and trusting ties that evolve result in enduring relationships even after the TIP graduation.

Looking back I realize that TIP strengthened my appreciation of DIA's mission, vision and values. In my workplace I found that DIA values are readily recognizable and personally applicable. I was:

- Aware of the importance of my personal integrity and accountability to deliver the right service to the right customer.
- Committed to inquire and learn in order to continuously improve on my products and services.
- Supportive of my peers regarding how we could effectively and efficiently enhance our division's products and services through team-generated creativity and innovation.
- Driven to continue the course teamwork and enthusiasm as I met with members of my new team and leveraged TIP tools to strengthen cross-team collaboration and engagement.
- Motivated to apply the TIP leadership skills that emphasized the importance of being a trusted leader as well as a supportive follower.

I think the TIP experience is sure to leave an indelible mark on those who actively participate and engage in this challenging learning and development opportunity. I'm glad to have had that opportunity.

Editor's note: Pat Pefley graduated from TIP Class 0905, which she attended as a newly hired learning specialist in the Directorate for Human Capital Office of Learning and Career Development Career Management Branch (HCL-2B). She was recently named chief of HCL-2B.


DIA Conflict Management Center
Alternative Dispute Resolution Program
It's more than
reaching a resolution,
it's rebuilding relationships.

Destroying Documents the RIGHT Way

By Madelyn M. Hawk, DA

Every federal employee, including contractors, has records management responsibilities. DIA's records disposition schedule document explains how to implement a cutoff date for your records, and ensures that only necessary records are retained for the appropriate period.

When can DIA employees destroy records they create or maintain?

a.) Whenever the mood strikes them.

b.) When the records are 7 years old.

c.) When the file cabinet is full.

d.) When expressly authorized by a retention rule described in DIAI 5015.001-"Records Management Program."

If you answered a, b or c, you may be at risk of violating the Federal Records Act. According to this statute, a records disposition schedule (RDS) is the only legally defensible authorization for destroying a federal record.

What is RDS?

An RDS is a document that provides authority for the final disposition of records — DIA's RDS, an enclosure in DIA Issuance 5015.001, details the various types of records and when and how to dispose of them. By following an RDS, you can keep your files, and more importantly your office's files, controlled. An RDS can tell you how to implement a cutoff date for your records every fiscal year or calendar year, and ensures that only necessary records are retained for the appropriate period. You can also save valuable office space by sending inactive records — i.e., records that have reached the cutoff, but cannot be eliminated — to a federal records center for temporary storage until the records meet their disposition date.

Good records management is the cornerstone of good business management. It increases organizational efficiency and information is easy to locate when needed. Every federal employee, including contractors, has records management responsibilities. The Federal Records Act provides guidance and regulations that all agencies need to follow.

For more information on implementing a records disposition schedule, please visit http://www.dia.ic.gov/homepage/da/records/ra/ on JWICs, or contact a records management analyst in the Directorate for Mission Services Records and Privacy Act Services Branch (DA/DAN-1C).

Make sure to read about the different types of records in the July 20 and 27 issues of InterComm.

Are my files DIA Records?

If the answer to any of the following questions is 'yes,' the document is a federal record.

1. Was the information generated or received while conducting agency/office business?

2. Does the item document my agency/office's activities or business transactions?

3. Is the item a business-related document that does not exist elsewhere?

4. Even if copies exist elsewhere, did my program/office originally create the item or need it for our business?

5. Does the item constitute any part of my final deliverable to the government?

6. If it is a working document, such as a draft of a final deliverable, does it represent the latest versions of that deliverable? Does is represent a version that indicates a key change?

7. Was the document distributed to other offices or agencies for formal approval or clearance?

8. Is the document part of an electronic information system used to conduct government business?

9. Is the document covered by a File Series in DIAI 5015.001?

What about e-mail?

E-mail messages should be treated the same way that paper correspondence is treated. An e-mail message is a record if it documents DIA's mission, provides evidence of a DIA business transaction, or references it for use in other business transactions.

Uncovering the Hidden Logic of PROBLEM SOLVING

By Adrian "Zeke" Wolfberg, CS

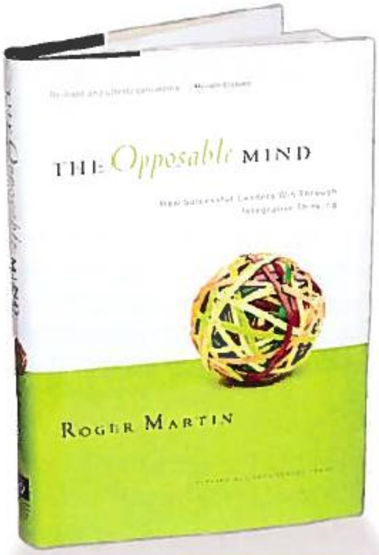
This month's Knowledge Lab book review looks at integrative thinking and how it can be applied to the intelligence community.

"The Opposable Mind: How Successful Leaders Win through Integrative Thinking," by Roger Martin, is about thinking and having the ability to reflect and evaluate our view of the world without being forced to pick one interpretation over another before thorough scrutiny and analysis.

Martin studied more than 50 successful leaders and found a common trait. Successful leaders are able to hold two conflicting ideas in their heads at the same time, and not be forced to pick one or the other. These individuals were able to come up with a blending of the two ideas that was superior to either opposing idea. Martin's term for this capability is "integrative thinking," the ability to consider conflicting ideas and synthesize the best features of both, even if they are diametrically opposed.

What's the value of integrative thinking to the intelligence community (IC)? Integrative thinking is at the heart of generating alternative hypotheses and scenarios, a critical success factor for solving complex problems. While conventional problems do not require integrative thinking, those that do require it when the solution is not yet imagined or when we are faced with "either/or" decisions.

So what is the difference between integrative and conventional thinking? Integrative thinkers delve into unstated but deeply held assumptions, not just relying on stated needs which are the mark of a conventional thinker. Integrative thinkers see multidirectional and nonlinear causal relationships instead of a simple, linear view of the conventional thinker. The integrative thinker is able to keep the entire problem firmly in their mind while working individual parts and considers all dependencies before designing a solution. The conventional thinker operates on pieces of the problem without considering the whole. Finally, integrative thinkers always search for a creative resolution to tensions and accepts trade-offs, while the conventional thinker readily accepts an unattractive trade-off to avoid tension instead of creating a new solution.



Title: The Opposable Mind: How Successful Leaders Win through Integrative Thinking

Author: Roger Martin

Published in 2007 by the Harvard Business School Press

Martin is dean of the Rotman School of Management at the University of Toronto.

Martin provides an illustrative example of integrative thinking. Isadore Sharp was the chief executive officer of the Four Seasons Hotel chain in the '70s. At the time, there were only two models of luxury hotels in the industry: large chains focused on décor and small chains focused on service. However, Sharp created a third model — Four Seasons was the first luxury chain that offered both décor and service. They were the first to offer shampoo in the shower, 24-hour room service, bathrobes, hair dryers, dry cleaning and shoe shining. Why? Because Sharp listened to customers who said they wanted features they could get at home. In order to execute this new model, Sharp had to create a new model of organizational behavior. Traditional hotel management saw service as a means to an end, financial success; whereas Sharp had to envision service as an end in and of itself, a value. To accomplish this goal, Four Seasons eliminated its customer service department and devoted time and resources to training because Sharp believed every employee was responsible for customer service. Sharp had to create a management model that treated employees better in order for them to treat customers better than other hotels. As a result of Sharp's efforts, Four Seasons has

been on "Fortune's Top 100 companies to work for" since the list was created in 1998.

There are a variety of conceptual tools to being an integrative thinker. The first is generative reasoning where we inquire into what might be rather than what is. This type of reasoning accepts trail and error, and experimentation of ideas as a viable and necessary step. The second is causal modeling where we have a deeper understanding of what is going on around us: the "why" behind what we see, always looking for feedback loops, and using metaphors to help explain the complexities of behavior. The last is assertive inquiry where we take the effort to get to the data and interpretation behind conflicting interpretations.

I like Sharp's story because it shows that the integrative thinker can create possibilities, new ideas and solutions to change the world, while the conventional thinker accepts the world as it is, the status quo. The former is an example of strategic logic while the latter is household logic. These logics are critical for the IC, from both the perspective of how we think and from how the adversary thinks. If we are using household logic while the adversary employs strategic logic, then who has the unfair advantage? Which logic should we be using and when?

The Knowledge Lab purchased 30 copies of "The Opposable Mind" for DIA civilian or military employees for their professional development. If you are interested in borrowing a copy, please contact Zeke Wolfberg at (202) 231-6449.

Why We REMEMBER

By the Equal Opportunity and Diversity Office, EO

Ever wonder why DIA has special observances and what the benefits are for the work force? There is much to be learned from studying diverse achievements and contributions.

As one of several events held across the nation for the annual Department of Defense (DOD) "Days of Remembrance," the Equal Opportunity and Diversity Office (EO) hosted a DIA remembrance program of the Holocaust, April 17. Keynote speaker Martin Weiss, a Holocaust survivor and Army veteran, enthralled the audience with his searing, moving comments.

EO has been asked hundreds of times why we have these special observances throughout the year. "Why do we spend time looking back?" "Why discuss things that happened before I was born?" "What do I get out of it?" "Hasn't the time long since passed for us to do these types of events?"

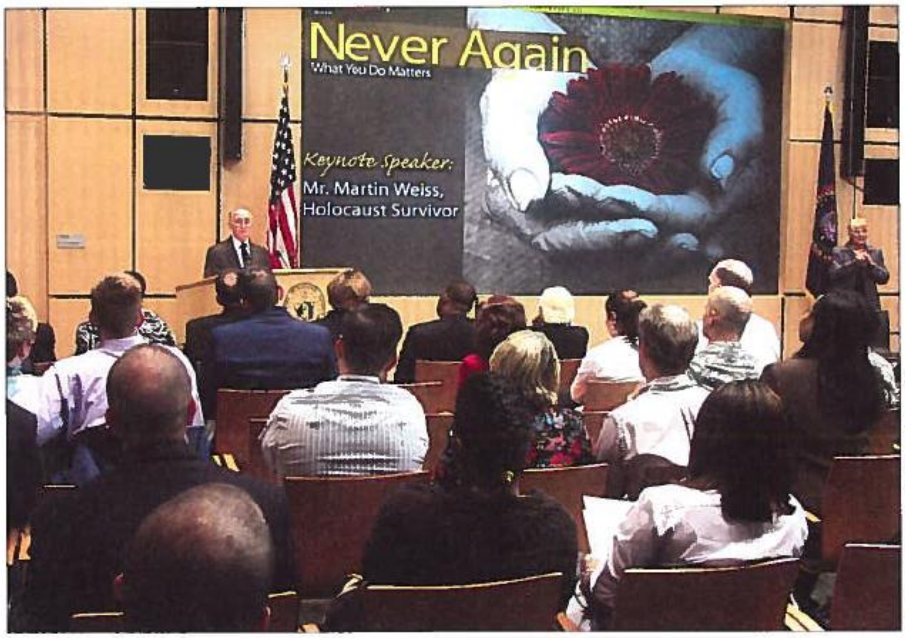


Photo by Megan E. Donohue, EO

Martin Weiss, Holocaust survivor, gave an emotional testimony of his imprisonment and liberation at DIA's Holocaust Remembrance event in April.

The answers to these questions are both simple and complex. The simple answer is that we tend to treat each other as we see each other. Spending time to learn about the historic and contemporary contributions and achievements of people who are not like us, whether that difference is race, ethnicity or gender,

Photo by Megan E. Donohue, EO

Employees from the EO Policy and Operations Division (EO-2), event supporters and the 'Na Wahine O Hawaii' dance group pose for a picture following the Asian Pacific American Heritage Month observance held on May 22 at the DIAC.

helps us learn to value each other. Unfortunately, even in the burgeoning years of the 21st century, the majority of educational institutions across the nation continue to do an abysmal job in sharing those stories.

The second and more complex reason is that when we take time to meet and share our stories, we find ourselves embracing the best that is America. We validate our right to take pride in our collective achievements. Our attendance at these events provides public declaration of our belief in the true strength, unfailing beauty and unique possibility that is America. Only in America would it be possible for individuals from disparate and often difficult pasts to expose those shared histories to the fiery heat of truth and come out a stronger, more unified, more capable people. Looking at our past and learning about each other helps us to understand the differences that each of us brings to work. Special observances provide the forum for that learning to occur.

Photo by SrA Jaclyn M. McDonald, CS

Vernice Armour, the first African-American female combat pilot, gets the crowd excited during her speech at the African-American History Month celebration held on Feb. 24 at the DIAC.

There are some who do not agree with this perspective. They remain convinced there is no profit to be gained by acknowledging and discussing our differences or histories. They feel no swell of pride when hearing of the achievements of the Buffalo Soldiers or Tuskegee Airmen. They feel their lives are complete without learning of the exploits of the U.S. Navy's Golden 13, Capt Vernice Armour or Weiss. They believe the work on their desk will always take priority over discussions of the 442 Regimental Combat Team or women in the intelligence field. In all likelihood, there is nothing that can sway the views of those who believe these things. However, learning of the greatness of those who have come before us often provides a new perspective into those we work with every day; without question, some of tomorrow's heroes are sitting next to us today.

To those who are aware of the benefits gained from attending DIA's special observances, but choose not to attend, and those who attend one event per year — the one that focuses on their own affinity group — EO asks for your commitment to attend one event per year that focuses on a group with whom you have no affinity. EO's commitment is to make sure you always walk away convinced that you gained a great deal; that the hour you invested will reap many valuable rewards. In EO, we will always keep that commitment — just ask those who attended the Holocaust Remembrance Observance and were fortunate enough to spend some time with Weiss.

If you missed the Holocaust Remembrance Observance, you can view a recording of the program from the EO Web site on JWICS under "Special Events Video Gallery." If you have any questions or would like more information on DIA's special observances, contact the EO staff directly at (202) 231-8178.

Post of the Month:
U.S. Defense Attaché Office CARACAS

By the Directorate for Human Intelligence, DH

Country History:

Discovered by Christopher Columbus in 1498 on his third voyage to the New World, Venezuela was first explored by Alonso de Ojeda and Amerigo Vespucci in 1499. According to legend, they named the country Venezuela, little Venice, after seeing the Indian houses built on stilts in Lake Maracaibo. Venezuela was one of the first New World colonies to revolt against Spain in 1810, but it was not until 1821 that independence was achieved. Francisco de Miranda began the task, which was completed by the Latin American hero and statesman, Simón Bolívar, Venezuela's national hero and native son.

Venezuela, together with what are now Colombia, Panama and Ecuador, comprised "Gran Colombia" until 1830, when it withdrew and became a sovereign state. The first half of the 20th century was marked by periods of authoritarianism — including dictatorships from 1908-1935 and from 1950-1958. In addition, the Venezuelan economy shifted after the first world war from a primarily agricultural orientation, to an economy centered on petroleum production and export. Venezuela's prevailing political calm came to an end in 1989, when it experienced riots in which more than 200 people were killed in Caracas. The so-called "Caracazo" was a response to an economic austerity program launched by then-President Carlos Andres Perez. In 1993, Congress impeached Perez on corruption charges.

Caribbean Sea
CARACAS
Atlantic Ocean
GUYANA
COLOMBIA
BRAZIL

Host Country Highlights:

Current President Hugo Chavez was elected in 1998 on a platform that called for the creation of a national assembly in order to write a new

constitution for Venezuela. Chavez's argument that the existing political system had become isolated from the people won broad acceptance, particularly among Venezuela's poorest classes, who had seen a significant decline in their living standards during the previous 15 years.

The Venezuelan government dominates the economy with the state oil company, controlling the petroleum sector. Government companies control the electricity sector and important parts of the telecommunications and media sectors. These and previous nationalizations, as well as other threats to property rights and an uncertain macroeconomic environment characterized by high inflation and foreign exchange controls, have led to reduced space for the private sector and low levels of private investment.

Chavez has promoted his "Bolivarian Revolution" as a model for other countries to follow, calling for the establishment of a "multi-polar" world devoid of U.S. influence and for greater integration among developing countries. Chavez regularly turns to his mentor and ally, Cuba's former President Fidel Castro, for advice. Since 2005 Chavez has deepened relations with Iran, a state sponsor of terrorism, by signing multiple economic and social accords and publicly supporting Iran's controversial nuclear program. Chavez has also reached out to North Korea, Belarus and Syria. Additionally, the Venezuelan government has embarked on a worldwide effort to increase its presence in embassies overseas in Africa and Asia and strengthen economic, political and military ties with Russia and China.

Chavez has also launched a major renovation of the Venezuelan armed forces by purchasing new advanced weaponry. From 2005 to 2008, Venezuela purchased rifles, transport and attack helicopters, fighter and heavy-lift aircraft, jet trainers and diesel submarines from Russia, as well as an integrated air defense missile system from Belarus and Chinese jet trainers.

Overall, U.S. and Venezuelan relations have been tense in recent years. Chavez continues to define himself in opposition to the U.S., using incendiary rhetoric to insult senior administration officials. Chavez ordered the expulsion of the U.S. ambassador to Venezuela last Sept. 11, in solidarity with the Bolivian government's decision to expel the U.S. ambassador in La Paz — and the position remains vacant. The U.S. continues to seek constructive engagement with the Venezuelan government, focusing on areas of technical cooperation.

Operational Highlights:

Despite political tensions between the U.S. and Venezuela, the U.S.

The USDAO Caracas team in front of the U.S. Embassy Caracas: from left to right, SFC Darrell W. Doss, SMSgt Carlos Chaves and CDR David Brown.

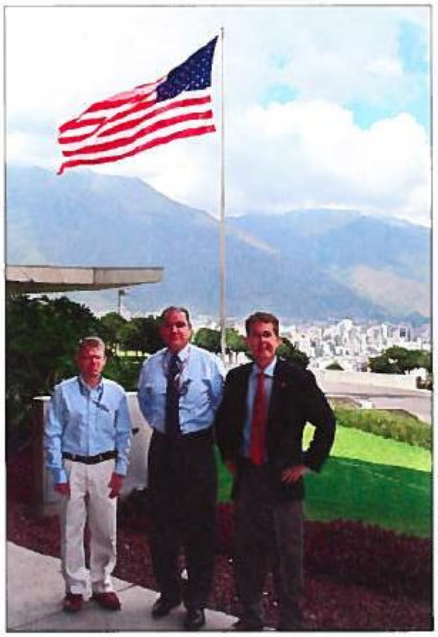


Photo by CDR Stephen A. Leslie, DH

Photo by SFC Darrell Doss, DH

USDAO Caracas attachés LTC Edgar Hernandez, far left, and CDR David Brown, center, greet a delegation from Ecuador.

Defense Attaché Office (USDAO) Caracas has met and overcome a number of operational challenges. For close to a year, USDAO Caracas operated a significantly understaffed mission because the government of Venezuela declined to process diplomatic visas for U.S. military personnel due to strained relations. While Chavez continues to spread his brand of populism and anti-American rhetoric, USDAO Caracas attachés concentrate intensely to develop and maintain positive relationships with the Venezuelan military. The attachés also continue to build strong ties with the nine Caribbean nations, to which the USDAO is accredited — Barbados, Dominica, Grenada, Antigua and Barbuda, Guyana, Trinidad and Tobago, St. Kitts and Nevis, St. Vincent and the Grenadines, and St. Lucia.

Photo by CDR Stephen A. Leslie, DH

USDAO Caracas Naval Attaché CDR David Brown surveys a red sea of President Chavez political supporters.

In 2008 USDAO Caracas attachés witnessed Venezuelan troop movements to the border with Colombia as relations strained and tensions flared between Chavez and his Colombian counterpart, Alvaro Uribe. International media outlets reported allegations that the Revolutionary Armed Forces of Colombia were operating inside the borders of Venezuela.

The most significant security events unfolding in Venezuela include the strengthening military ties between Venezuela and Russia. These ties were showcased last September when Venezuela hosted the first deployment of Russian strategic bombers to the Western Hemisphere since the Cold War. The Russian aircraft visit was quickly followed by a Russian naval ship visit that included the nuclear-powered cruiser Peter the Great. Most recently, in April, USDAO attachés attended a Venezuelan military parade where shoulder-fired surface-to-air missiles were openly displayed. It is these types of significant developments and future security challenges that makes USDAO Caracas' mission such a vital tool in support of the U.S. national security strategy.

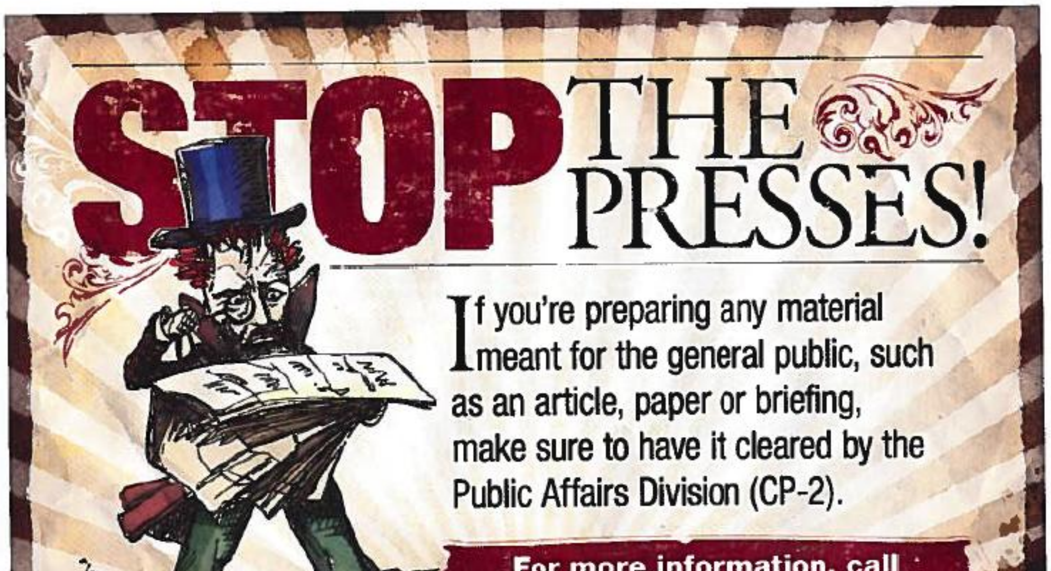
Location: Caracas, Venezuela

Population: Caracas, 3.2 million

Language: Spanish, numerous indigenous dialects

Basic Greeting: ¡Hola! — "Hello"

¡Buenos Días! — "Good day" or "Good morning"



STOP THE PRESSES!

If you're preparing any material meant for the general public, such as an article, paper or briefing, make sure to have it cleared by the Public Affairs Division (CP-2).

For more information, call (703) 697-2047

HOW DID YOU BENEFIT

"I think the greatest benefit to Enterprise Day has been making the combatant commands feel a part of the enterprise. Even though we have worked for the last 10 years as part of the enterprise, being here today really makes you feel like you're a part of it. You feel like you are in a whole different community and that you are part of the bigger family — it's a good feeling."

— Joan Mercier, EUCOM J2

"The Transportation Command is getting a lot out of Enterprise Day by our interface with not only the other combatant commands, but particularly the allies and our coalition partners, and making sure we can better share information with them. Our command, which is a global command, overlaps everybody and is also the smallest of the combatant commands, so the more we can leverage the other commands' expertise in certain areas and truly live up to the enterprise, the better."

— LTC Greg Bak, TRANSCOM J2

"Many of the employees here know about NGA, but many don't, so I am very happy to be able to share with them what our agency does in support of DIA and in support of the intelligence community as well."

— Kyle Williams, NGA

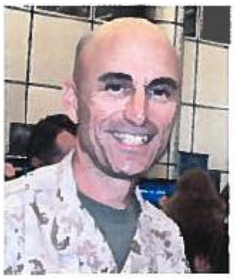
"The entire Enterprise Day agenda with its breakout sessions, Crossing Boundaries and displays represented a new beginning, just the first steps to opening up the legacy of DIA into the challenges of a new and larger DIA community. What I saw and heard was an invitation to be transparent and honest, to 'walk the talk,' values which are at the heart of integrity and accountability — key values of our agency. As a result, I think the next steps need to include collaboratively articulating the vision created on Enterprise Day, spreading it within the enterprise and setting goals that will lead to implementing this vision."

— Adrian "Zeke" Wolfberg, CS

FROM ENTERPRISE DAY?

"Enterprise Day has been very fruitful because a lot of folks don't understand that we are in the building and the job that we do here, between Canada and the U.S. agencies. Even though we have the Australians and British with us side-by-side, most of our interactions are with the U.S. Now they do know and it's working out very well."

— WO Jeff MacLennan, Canadian Forces Intelligence Liaison Office



"I will tell you straight up that all this analytical rigor, none of that matters, because if you don't have DS and the IT services that they provide, then you don't have an enterprise. And now I am sticking to my story."

— Col Steven Manning, PACOM JIOC

"Enterprise Day has given me the ability to talk to analysts and really get feedback on A-Space. It's been a great success — they love it, are absolutely thrilled and are looking forward to future releases and newer capabilities."

— Kimberly DeLeon, DI

"First and foremost is meeting a whole range of people from different parts of the enterprise, getting to talk to a lot of people and getting DIO's name out there, which thankfully I'm finding out that a lot of people do deal with us and know who we are. In addition I'm educating myself on the various areas of the enterprise and various areas that people work in — it's an extremely educational process for me and incredibly valuable."

— Mike Hughes, Australian Defence Intelligence Organisation Liaison Office

Enterprise Day photos by Brian D. Nickey, CP

Seeing is BELIEVING

By SFC Alan J. Marinoff and Kevin Ryan, CE

Go behind the scenes of Enterprise Day.

DIA employees visit Directorate for Mission Services booths.

June 2 DIA held the first Enterprise Day, an opportunity for DIA personnel, the combatant commands, military services and combat support agencies (CSAs) to jointly develop a vision for the agile enterprise of tomorrow. The Office of the Associate Deputy Director (ADD), in partnership with the DIA Knowledge Lab, facilitated discussions which addressed "what is the enterprise to you," and "how can we create the enterprise of tomorrow?" Discussions were held via video teleconference with members of the enterprise, culminating with a Crossing Boundaries session covering "how can I contribute to the enterprise?" In addition, Enterprise Day included a display showcase in the DIAC main lobby.

Enterprise Day was the result of seven months of intense planning by ADD and the Knowledge Lab. A large amount of the planning went to building the display showcase, which took over the entire DIAC main lobby. Initially, only a handful of table displays were envisioned — mainly DIA Directorates and special offices — but interest in Enterprise Day began to grow. By Enterprise Day there were not only table displays from DIA but from the combatant commands, the military service's intelligence organizations, CSAs and even the DIA Alumni Association. What started out as a few tables grew to 52 exhibits.

During Enterprise Day the lobby was transformed into a living snapshot of the enterprise — displays were arranged into groups labeled collection country, warfighter world, analytical arena and support sector. The exhibits served as a forum to feature enterprise successes, learn about each other's role in the enterprise, discuss challenges, and network and mingle. Nearly 1,000 people flowed through the displays throughout the day.

Presenters from DIA, the combatant commands, military services, CSAs and DIA alumni brought an elevated level of energy to Enterprise Day. Throughout the day, this energy and enthusiasm resonated with DIA employees. The networking, mingling and demonstrations of enterprise successes were all visible signs of an enterprise poised for future collaboration, synergy and transparency.

On behalf of ADD, thank you to all the DIA directorates, combatant commands, military services, CSAs and members of the DIA Alumni Association that supported Enterprise Day. Of special significance was the extraordinary support that the Directorate for Mission Services (DA) provided. Not only did DA assist with event planning, graphic design, video production, display delivery and the overall building management, they also provided numerous scale drawings, floor plans and safety and risk assessments, all in remarkable time. Lastly, a particular thank you goes to the DIA employees — it's you who will help create the enterprise of tomorrow.

Session One: What is the ENTERPRISE to You?

By Steven M. Grogan and Kevin Ryan, CE

The first session of Enterprise Day focused on defining the defense intelligence enterprise and what the term means to its various members and customers.

Employees from DIA, the combatant commands, the military services and combat support agencies participated in an open discussion in the first session at the June 2 Enterprise Day entitled, "What is the enterprise to you?"

This discussion presented the agency with a unique opportunity. DIA turned to partner organizations within the defense intelligence community and asked them to offer their vision of what the enterprise means to them.

In the opening remarks of the session, Letitia "Tish" Long, deputy director of DIA, challenged the group to capitalize on the success of the JIC/JAC MIP Implementation Study (JMIS), which was completed in two phases from 2007 to 2008. She encouraged the group to go beyond the mechanics of JMIS to support the global footprint of the enterprise, pushing it to the limit for a better product. Long stated that as DIA continues to grow, it will be evident that the whole is truly greater than the sum of its parts.

The dialogue began with a short discussion on the major issues confronting the world today. Topics included global recession, social networking, globalism, terrorism and information sharing. The conversation then turned to how the Department of Defense, as an enterprise, responds to these challenges. An array of responses was offered, everything from irregular warfare, to deficit spending, to coalition/joint operations.

"Enterprise Day embodies a new level of transparency and discussion throughout DIA, the combatant commands, the services and the combat support agencies. This collaborative effort gave us the momentum to build the agile enterprise of tomorrow."

— Sharon Houy, ADD

Participants then proceeded to focus on the specifics of what it means to be an enterprise and how that way of thinking can improve intelligence. Here, ideas of defining it as a Venn diagram-like structure emerged where certain parts of organizations overlap to achieve a shared goal, each with a specific culture and identity. The conversation touched on how friction can arise among separate organizations, but participants agreed that this could be healthy, not only to facilitate articulating a comprehensive definition of the enterprise, but also to drive further collaboration.

The session then moved toward a discussion on transparency in enterprise thinking, allowing individuals to see the complexity of an issue, yielding mutual understanding, and highlighting the importance of the knowledge held

A Knowledge Lab representative documents comments from the audience during Enterprise Day discussions.

Megan Donohue, left, talks with an Enterprise Day participant about EO's mission and services. ▶

by various parts of the enterprise. Participants in this first session emphasized the value of leveraging the right people for specific jobs and observed that issues crossed borders into partner nations, the private and non-profit sectors and academia.

Concluding the session, the group reached a consensus that however the enterprise is defined, it must have one transparent vision with common, guiding principles for everyone within it to facilitate decision-making at all levels. To achieve this goal, there must be clear communication, agility and adaptability by all parts of the enterprise. The session discussions provided a wider dialogue to begin to further the definition and create the enterprise of tomorrow.

"The unexpected benefit that we ended up gaining today was that we were able to receive the enterprise partner's requirements, concerns and issues, which allowed us to better appreciate their needs. At the end of the day, this allows us to fine-tune our operations or redefine how we interact with them."

— Ron Pieper, DA

Defense Intelligence Enterprise: "The Defense Intelligence Community [organizations within the Department of Defense that have an intelligence mission and/or function], plus all of their stakeholders."

— *DIA Strategic Plan 2007 - 2012*

ENTERPRISE DAY
TUESDAY
2 JUNE 2009
Air Force ISR Agency

▲ Representatives from the Air Force Intelligence, Surveillance and Reconnaissance Office were on hand to discuss their contributions to the enterprise.

Enterprise Day attendees browse the 52 exhibits in the DIAC lobby. ▼

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Session Two: Creating the Enterprise of TOMORROW

By Melissa P. Ronen, CE

Enterprise Day's second session focused on how individuals who work with and for DIA can create an agile defense intelligence enterprise of tomorrow.

> "In regard to the Enterprise Day sessions, I think the biggest thing that came out of the second session [How can we create the enterprise of tomorrow?] was teamwork and selfless service — to be part of a team to help the warfighter get their job done. I think that's the vision we need to strive for."
>
> — Michelle Snyder, JFCOM J2

The second seminar of Enterprise Day focused on "How can we create the enterprise of tomorrow?" Participants from across the defense intelligence community identified a variety of tangible steps they can take to achieve this agility.

Sharon Houy, associate deputy director and enterprise manager for DIA, provided opening remarks that centered around two questions, "What can we do to become one, holistic enterprise?" and "How can we improve our ability to ensure that our people have the best possible information?"

As the conversation in this session began to take shape, several key themes emerged. After participants re-emphasized the need for a common definition of and vision for the enterprise, they focused on: the critical role communication and collaboration play in enterprise success; understanding the various cultures throughout the enterprise; changing employee behavior for a positive impact; and the importance of leadership at all levels of the work force.

From these topics came actionable steps for consideration in moving forward with the enterprise of tomorrow. Creating a job exchange program, as one example, would allow analysts to become more involved in seeing how recruitment and hiring is performed and enable employees to better understand their various enterprise roles at the commands, military services and combat support agencies. Another idea involved establishing solution-based working groups which can reach across DIA to meet challenges faced by the combatant commands and ensure that we, as an enterprise, deliver results. Empowering decision-making at the lowest competent level of the work force was another idea discussed by participants.

Overall, the prominent takeaway from this session was best captured by one of the command participants who said, "The onus [for creating the enterprise of tomorrow] is on us." To enhance the enterprise, participants need to take on the burden of ensuring its success through open discussion and collaboration, like those that were started at Enterprise Day.

The Knowledge Lab team facilitates discussions with the audience on creating the enterprise of tomorrow.

Employees Cross the Globe to 'CROSS BOUNDARIES'

By Marta Benitez-Guzman, CS

Enterprise Day's Crossing Boundaries session brought people literally from around the world together to discuss their contributions to a successful enterprise.

Zeke Wolfberg, DIA Knowledge Lab, Letitia "Tish" Long, DIA deputy director, and Sharon Houy, DIA associate deputy director, respond to comments from the audience in June's Crossing Boundaries session.

In between the crowds, table displays and overall networking of Enterprise Day, representatives from across the enterprise — and the world — gathered for the 34th session of Crossing Boundaries.

What made this session unique was that in the audience of 150 gathered in the Tighe Auditorium, 70 percent were from areas outside of the National Capital Region.

This Crossing Boundaries was part of a series of discussions dedicated to finding new ways to contribute to and evolve the defense intelligence enterprise, to bring together all parts and people of DIA, and to improve intelligence to the warfighter and defense decision-makers. The session's focus was, "How can I contribute to the enterprise?"

LTG Ronald L. Burgess Jr., DIA director, led the session along with co-host Sharon Houy, associate deputy director. Houy asked participants, "How can DIA and the combatant commands work as one enterprise?" "How do we develop a sense of belonging and improve communication and transparency at all levels?"

LTG Burgess emphasized the need to be fully integrated, not stovepiped. He spoke of the important role DIA plays in defense intelligence and said, "The key word in defense intelligence enterprise is defense," supporting the combatant commands and the Pentagon. "The enterprise brings together the best of breed to work toward making decisions," LTG Burgess said.

Zeke Wolfberg, from DIA's Knowledge Lab, opened the floor to the audience for questions and comments. David Leibler, from U.S. European Command (EUCOM), stood and presented his idea. He proposed developing a "sector sketch" — a strategic narrative that is Web-based to improve collaboration, communication and intelligence briefings at all echelons, from the soldiers to the President's Daily Brief. In immediate feedback, LTG Burgess said, "Sector sketch intrigues me," and engaged Leibler in a conversation about his idea. Working with a Crossing Boundaries coach, Leibler will develop his idea more fully and deliver his concept to an appropriate decision-maker.

COL Matthew Glunz, director of operations at the U.S. Pacific Command Joint Intelligence Operations Center, offers an idea at Crossing Boundaries.

Rob Post, also from EUCOM, then presented his idea for DIA and

the commands to work together to develop an enterprise exercise for intelligence professionals, testing our ability to function as one team and support operations. LTG Burgess commented on the importance of a common lexicon: not all commands have a kinetic mission and it is his belief that subordinates need to have some literary license to operate. Matt Glunz, from U.S. Pacific Command, discussed the idea of pushing decision-making from headquarters to the command level and asked how we get there. Janet Parker, from DIA's Directorate for Analysis (DI), said the idea could align with current director of national intelligence activities. LTG Burgess commented on the benefit it would bring saying, "Participation is important because of what it does. I am able to put my own training objectives in, so I get some benefit [from the exercises] too." Kelcy Allwein, from DI, suggested using virtual worlds in the exercise.

Within an hour, 10 idea submitters from around the world shared and commented on how to improve and contribute to the defense intelligence enterprise. Other ideas during the session included rotating civilian personnel more frequently through the commands and requesting inclusion for all locations by having events during alternate hours to include the varied time zones. After this session, additional proposals were submitted via the Crossing Boundaries team's Web site. These ideas are all small steps in continuing to build the enterprise.

Do you have an idea on how to contribute to the defense intelligence enterprise? Contact the Crossing Boundaries team at (202) 231-3066 or submit your idea online through their Intellipedia page on JWICS.

Attendees network and check out the latest counterintelligence technology at Enterprise Day.

NORFOLK, VIRGINIA
DT's Ken Gerhart, center, and Spencer Way, right, talk with a U.S. Joint Forces Command representative about the command's knowledge and information fusion exchange, which consolidates and responds to information requests on IEDs and other irregular warfare threats.

> "Enterprise Day is even better than we expected it to be. I think one of the things this is doing is helping the DIA employees in the Beltway understand the combatant commands, what they really are and what they bring to the intelligence table, which is just terribly important. I am really, really impressed with everything I have seen here at Enterprise Day."
>
> — Peter Park, Joint Analysis Center, EUCOM

Day Two:
Combatant Command WRAP UP

By Melissa P. Ronen and Kevin Ryan, CE

Following Enterprise Day, combatant command representatives met to discuss the many topics that had been raised and to map out next steps.

Representatives from various combatant commands met with the Office of the Associate Deputy Director (ADD) June 3 to share their views on the topics raised the day before at Enterprise Day. In a discussion facilitated by the Knowledge Lab, attendees talked about what the enterprise means to them and pushed for a more concrete definition of the term.

Moving forward with concepts for the enterprise of tomorrow, representatives agreed that in order for it to be successful, the enterprise must have a clear vision and guiding principles, be focused on customer needs, and value the importance of the people in the enterprise.

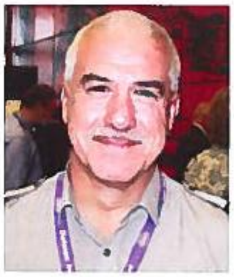
LTC Greg Bak, U.S. Transportation Command, speaks with an Enterprise Day attendee about the command's contribution to the intelligence community.

To complement discussions about the enterprise, the command feedback session included an interest in understanding the DIA "culture." It was noted that no one combatant command is the same as any other. If DIA is to move beyond the mechanics of the JIC/JAC MIP Implementation Study (JMIS), we will have to look at how we are perceived across the enterprise. There is still a sense of "us versus them," a challenge to those at DIA who must communicate our vision and mission.

The significant relationship with members of the combatant commands' directorates for Intelligence (J2s) is a cornerstone of DIA's efforts to help build the agile defense intelligence enterprise of tomorrow. It was under JMIS that 4,000 military and civilian billets were transferred to DIA in two phases during 2007 and 2008. The transition took more than 500 tasks to complete. Hence, DIA looks to these personnel as key indicators of how well the enterprise is functioning.

The various venues of Enterprise Day provided these employees with the opportunity to impart ways in which DIA could build on the JMIS success and enhance the enterprise. The follow on discussion with combatant command representatives who attended Enterprise Day was an important next step in creating the enterprise of tomorrow and identifying the role of the individuals within it.

> "Because of Enterprise Day, I expect to make a few more contacts to be able to expand our horizon and find out what else is going on in the community that we might be able to tap into, collaborate with and share information with."
>
> — Wg Cdr. Rich Nuttall MBE, U.K. Defence Intelligence Liaison Staff



Civilian and Military PERSONNEL UPDATE

Retirements, Anniversaries and Promotions in April and May 2009

By the Office of Human Resources, HC

Civilian Retirements

Michael B. Amowitz, DI
Blanche L. Attkisson, HC
Kenneth R. Barnes, DS
Patricia A. Beldon, HC
Thomas A. Blalock, DI
Whitney J. Blanchard Jr., DI
Robert F. Blunt Jr., DI
Richard T. Boyer, TRANSCOM
Michael B. Claudy, DI
Brenda M. Colson, HC
Carolyn Y. Darling, CE
David R. Doeden, FE
Terrance D. Donnary, DA
William E. Ellis, DI
Charles S. Everett, DI
Gary L. Fike, CS
John G. Hopkins, J2
Penny A. Jones, DS
Kathryn P. Leitzke, DS
Deborah D. Logsdon, DA
Claudia C. Martel, DA
Doyle C. Okain, DI
Owen F. Pharr, DI
Jacqueline N. Pugh, IG
Mary Y. Redding, HC
Charles B. Ross, DI
Joyce M. Rucker-Barnes, HC
Susan A. Smith, HC
Harvey M. Von Hollen, DA
Keith W. Wilhite, DI
Guy G. Ziegler, DS

Employees Celebrating 40 Years Federal Service

Gregory T. Arndt, DI
Walter F. Kennedy Jr., DI

Employees Celebrating 35 Years Federal Service

Thomas R. O'Keefe, DI
Geraldine J. Ruffing, DI
Eli J. Sasaran, DI
Terri L. Vandell, HC
Ronald T. Wincey, DI

Employees Celebrating 30 Years Federal Service

Diane M. Bray, DS
Beatrice A. Coleman, DI
Susan L. Cottrol, DI
James W. Dearlove, DI
Delmas A. Freeman, DI
Eduardo Gomez, DI
Anita M. Groves, SOUTHCOM
Gregory W. Hagler, DI
Gregory G. Huson, DI
Mark W. Jackson, DX
Randy K. Jones, DI
Richard L. Plummer, EUCOM
Jose A. Romeu, DS
Ronald F. Shears, DS
Randy L. Smith, DI
Bonnie L. Weeks, DH
Debbie A. Wilson, STRATCOM

Employees Celebrating 25 Years Federal Service

Daniel W. Alcide, NM
Timothy S. Allen, DI
David S. Burns, DI
Charles E. Cheney, DI
Felicia D. Coward, FE
Malinda R. Currin, HC
Kevin H. Darr, FE
Teresita M. Figueroa, DI
Alan T. Gibby, DI
Tammy J. Goodwin, DH
Lynn A. Griffith, CS
Debra C. Higa, PACOM
Steven J. Hoke, DI
Patricia A. Jenkins, HC
Theresa V. Johnson, DA
Scott T. Leith, DC
Jeffrey S. Linden, DI
Vladimir V. Lomakin, DJ
Karen A. Matthews, DX
Karyn L. McCubbin, HC
Jay C. Murphy, EUCOM
Charles B. Ruff, DA
Rhett D. Scott, AFRICOM
Lucy A. Simonian, DS
William T. Sloan, DI
Charles A. Talbott, DH
Jonathan D. Trimble, DI
Terri L. Walker, DI
Jeffrey S. Wilk, DS
Darlene E. Williams, DC
Buddy D. Zukeran, PACOM

Employees Celebrating 20 Years Federal Service

James T. Anderson, DI
Teresa R. Babb, HC
John L. Brennan, HC
Donna M. Capel Wayne, DH
Patrick J. Cashman, HC
James K. Chambers, DI
Daniel M. Crosby, HC
Deborah L. Crowder, SOUTHCOM
Mariann Flynn, FE
Catherine M. Hill, AE
Kevin S. Jackson, DA
Robert M. Jones, DI
Lisa E. Malvaso, DA
Bobby E. McMillon, DI
Charles A. Miniuks, SOUTHCOM
Jeffrey W. Mirick, DT
Sandra A. Rebeck, NORTHCOM
Wally Scholl, IE
Robert A. Stanton, DA
Wanda M. Toliver, DH
Julia C. Vanderhoof, HC

Employees Celebrating 15 Years Federal Service

Robert M. Ballard, DI
Joseph L. Bell, EUCOM
Gabriel M. Castillo, DI
Harold E. Craig, CENTCOM
Adrian T. Darrell, DH
Virginia H. Ezell, EUCOM
David L. Gandle, SOCOM
John C. Holland, DS
David L. Howard, DI
Martina L. Johnson, DI
Gregory M. Klumper, STRATCOM
Robert D. Livingston, DC
Sean W. Miles, DS
James W. Prim, SOCOM
Karen A. Ruster, DI
Tracey D. Smith, NM
James T. Valentine, DA
Erik A. von Rossing, DJ
David R. Wilwohl, DJ

Employees Celebrating 10 Years Federal Service

Tracy L. Baumann, STRATCOM
John R. Bernie, PACOM

Curtis Bradham, NM
Calvin Brown, DI
Latasha P. Buckner, DC
Terrance Busch, DI
Chino V. Carter, DS
Shawn A. Case, DC
Helen A. Child, HC
Raymond C. Copeland, J2
Alexander J. Crocus, DH
Chi K. Etheridge, EUCOM
James S. Fontana, DI
Mark S. Furr, DC
James E. Hall Jr., DA
Gregory P. Harper, HC
Della M. Hendrix, DC
Gerald D. Hirsch, EUCOM
Dennis K. Holtery, SOUTHCOM
John C. Ivory, DI
Donald Johnson, NM
Ronda L. Johnson, NM
John J. Kautz, DI
Anthony L. Kee, DI
William E. Kilgore III, EUCOM
Scott D. LaCoss, HC
David K. Martineau, DH
Stephanie D. Matthews-Smith, DC
Hathaway McCullough, DC
Antoinette McLaughlin, FE
Adam P. McLennan, DI
Ian S. Minielly, DI
Matthew Pietruszka, DI
James C. Pollman, DI
Carter L. Ridgemore, DH
Lisa L. Rolland, STRATCOM
Michael M. Saenko, EUCOM
Andrea B. Sanders, DI
Zachary Schneidt, DT
JoAnn H. Seapy, DI
Richard A. Shore, NM
Steven L. Starkey, EUCOM
Sharon E. Tarleton, HC
David K. Thompson, DC
Connie M. Trujillo, DT
Helen K. Usual, HC
Margaret K. Vargas, DI

DIA Promotions to DISL

Lee H. Carrigan, NM
Dionisio A. De Leon III, DI
Cari L. Gast-Mulherin, DJ

DIA Promotions to Pay Band 05

Jason R. Azzarella, DX
Alice M. Danby, DT
Daniel P. Garrett, DC
Emilio J. Iasiello, DI
Martin F. Kindl, DI
Patricia M. Pefley, HC
Timothy A. Pilley, DC
David R. Salvagnini, DS
Larry M. Senger, DI
Katrina M. Stephens, FE
Kimberly G. Symes, DI
Robert A. Venezia, DI

DIA Promotions to Pay Band 04

Anthony B. Alden, DX
Katherine M. Arnold, DJ
Patrick C. Barker, DI
David P. Brumbaugh, DI
Marie E. Callegari, STRATCOM
Andrew Case, DI
Glen A. Fine, STRATCOM
Linda J. Flores-Hicks, DJ
Chelesa M. Gibbs, DH
Cathy L. Guynes, DA
Robert J. Hartigan, STRATCOM
Daniel T. Hill, FE
Jeannine M. Juhnke, IG
Mirriam-Grace MacIntyre, DC
Leslie F. Minor, HC
Keith E. Newman, DH
Arthur Oyola Yemaiel, DA
Steven K. Piel, NORTHCOM
Gerald W. Roller, DH
Scott B. Sigwalt, DA
Tony T. Smith, DA
Kristy M. Thomas, HC
Michael L. Thomas, DX
Leah N. Tracy, DI
Raven B. Umipeg, HC
David W. Weed, DJ

DIA Promotions to Pay Band 03

Brittany N. Baker, DH
Elizabeth T. Baldwin, DI
Jack A. Belmont, DH
Kara E. Benson, DI
Amanda S. Burkart, FE
Evan J. Cannell, DI
Ernest R. Chambers, DA
Sean P. Conlen, PACOM
Patricia Curley, DI
Jeffrey J. DeYoung, DS
Linda J. Fayram, DS
Adam M. Goodman, DH
Rachel A. Hatch, DH
Anthony J. Heffner, DH
Tate J. Hudson, DH
Renee Karpen, DI
Rachel F. Kesselman, DI
James R. Kress, DI
Megan R. Linthicum, CENTCOM
Stephen W. Loney, DJ
Ashley B. Long, DI
Nicola T. Mason, DI
Ashley K. Mayronne, FE
Neal A. Mcarthur, DH
Michael E. McDaniel, FE
Carolyn S. Mcgill, STRATCOM
Crystal D. Mourning, HC
Ella L. Noble, DH
Laura Y. Parker, JFCOM
Shauna K. Oakland, DA
Aidan K. Ramsey, DH
Amy N. Ruszkiewicz, DI
Sharon E. Tarleton, HC
Thaddeus J. Tierney, DI
Denise M. Vanner, DH
Jenny R. Vigoren, DI
Anita N. Wadhwani, DI
Sidney M. Wallace, DH
Eric M. Warren, DI
Abigail J. Watson, HC
Mechelle L. Wilkins, DJ

DIA Promotions to Pay Band 02

Arlene K. Burnette, DI
Jan Casella, DS
Julie A. Thuis, NORTHCOM

Army Promotions

COL John R. Burger, DS
COL James E. McDonough, DI
COL Annette L. Torrisi, DJ
LTC Jose R. Bracero Jr., DX
LTC Javier E. Cardona, DX
LTC Charles A. Carlton, DX
LTC William B. Eder, DX
LTC Deborah M. Ellis, J2
LTC Andrew W. Mack, DI
LTC Alan L. Ramos, DI
LTC Jeffrey W. Stansfield, DX
CW5 Jennifer Werner, DX
CW3 Dianna L. Bentley, DX
CW3 Ernest L. Brown, DX
CW3 Todd L. Frantz, DX
CW3 Alfred L. Perez, CE
SFC Andrew K. Lowe, DX
SFC Clinton E. Williams, CE
SSG Heidi H. Kim, DX
SSG Katherine Pirkle, DX
SSG Travis Talbot, DX
SSG Ashley C. Warlick, DX

Navy Promotions

CAPT Andrea Pollard, DI
CAPT Diego R. Corral, DH
PO1 William Briede, J2
PO1 Cecil L. Greenwell, DS
PO1 Ayn R. McNealy, DH
PO1 Tiberiu Truta, DI
PO2 Nicholas V. Sanchez, DI
PO2 James C. Shaw, DH
PO2 Michael W. Story, DH
PO2 Bob C. Sykes, DH
PO3 Rachel C. Brandt, DS
PO3 Everton Pingue, DS
PO3 Danielle Stolze, DS

Air Force Promotions

Col David Dahl, DX
Col Robert Davis, DH
Col Paul Zavislak, DX
Lt Col Raymond Truong, DX
Lt Col Thomas Wofford, DX
Maj John Keys, J2
Maj Jacob Searles, DX
Maj April Tunyavongs, CE
Capt Matthew Sikora, DS
MSgt Bradley Day, DH
MSgt Thelmo Frias, DX
MSgt Kristofer Lopez, DH
MSgt Kristie A. Saltzmann, DH
TSgt Jose Moreno, HC
TSgt Mishael Reyes, DH
SSgt Richardo Aranda, DI
SSgt Desmond L. Bailey, DI
SSgt Keith Bojanowski, DI
SSgt Joanne K. Czumalowski, DS

on the HORIZON

events for AUGUST and SEPTEMBER 2009

AUGUST

Aug. 2 National Ice Cream Sandwich Day

Aug. 3 Last day for civilians to review and update personal data in eZHR

Aug. 4 Coast Guard Day

Aug. 7 DIA Annual Picnic, 10:45 a.m. – 4:30 p.m., Giesboro Park

Aug. 7 Last day to use government purchase card for normal purchases

Aug. 11 & 12 Senior Military Intelligence Officers' Conference, DIAC

Aug. 13 Family Support Night, 6 p.m., DIAC Conference Center N-140

Aug. 13 International Left-Handers Day

Aug. 18 & 19 BJ's Wholesale Club, 11 a.m., DIAC lobby

Aug. 20 CWF Council Meeting, 9 a.m., DIAC

Aug. 20 Ramadan begins at sundown

Aug. 25 BJ's Wholesale Club, 9:30 a.m., Clarendon

Aug. 26 BJ's Wholesale Club, 9:30 a.m., DLOC

Aug. 26 Women's Equality Day

SEPTEMBER

Sept. 2 V-J Day

Sept. 3 Dining Out, Bolling Air Force Club

Sept. 3 Pre-Season Football Kick Off, 11 a.m., DIAC

Sept. 7 Labor Day

HISPANIC AMERICAN HERITAGE MONTH
Hispanic Americans: Strong and Colorful Threads in the American Fabric

Sept. 11 Patriot Day

Sept. 15 National Hispanic Heritage Month begins

Sept. 16 & 17 Vendor Fair, 10 a.m., DIAC

Sept. 17 Constitution Day

Sept. 18 POW/MIA Recognition Day

Sept. 18 Rosh Hashanah begins at sundown

Sept. 18 Deadline for Galileo Awards submissions

Sept. 18 Air Force Birthday

Sept. 19 Talk like a Pirate Day

Sept. 22 First day of fall

Sept. 23 Andrews Air Force Base CWF MWR Golf Tournament, 8 a.m.

Sept. 24 CWF Council Meeting, 9 a.m., DIAC

Sept. 25 Native American Day

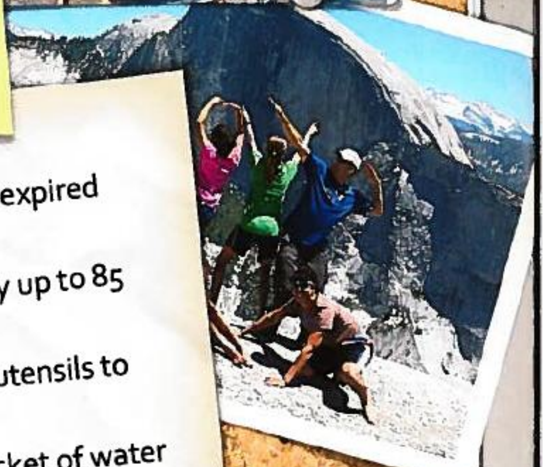
Sept. 27 Yom Kippur begins at sundown

Sept. 30 Vendor Fair, 9.30 a.m., Clarendon

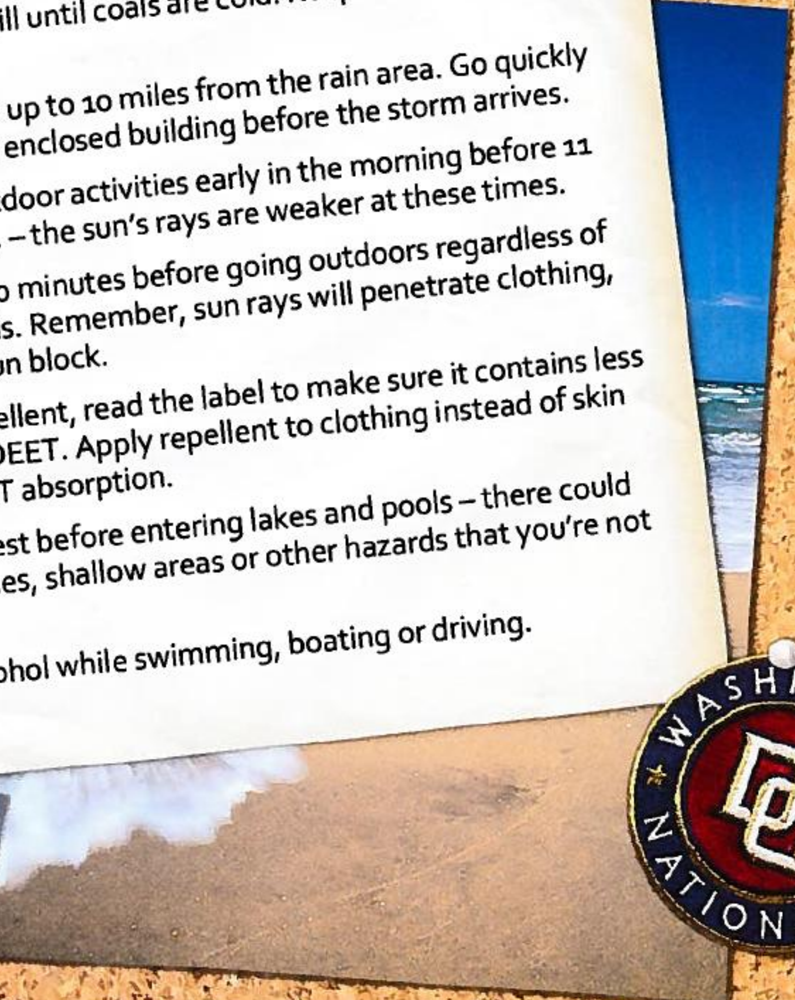
For further information or updates concerning these events, please refer to the Internal Communications Web site.

Summer Safety Tips

While on vacation or enjoying a barbeque at home, keep yourself and your family safe this summer by remembering these few tips.



- ☑ Check your first aid kit and make sure missing, used or expired items have been replaced.
- ☑ A bicycle helmet can reduce the risk of a head injury by up to 85 percent.
- ☑ When grilling, use long oven mitts and long-handled utensils to keep hands at a safe distance from the heat and fire.
- ☑ Do not empty the grill until coals are cold. Keep a bucket of water nearby.
- ☑ Lightning can strike up to 10 miles from the rain area. Go quickly inside a completely enclosed building before the storm arrives.
- ☑ Try to schedule outdoor activities early in the morning before 11 a.m. or after 3 p.m. – the sun's rays are weaker at these times.
- ☑ Apply sunscreen 30 minutes before going outdoors regardless of weather conditions. Remember, sun rays will penetrate clothing, so always apply sun block.
- ☑ If using a bug repellent, read the label to make sure it contains less than 10 percent DEET. Apply repellent to clothing instead of skin to minimize DEET absorption.
- ☑ Stop, look and test before entering lakes and pools – there could be rocks, branches, shallow areas or other hazards that you're not aware of.
- ☑ Never drink alcohol while swimming, boating or driving.



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